

Categorized List of Policy/Training Recommendations from OPA and the OPA Auditor

Master List Tracking Number	Category	Recommendation	Source	Reference #'s	Date Raised	Status	Priority	Assigned To	Date Completed	Comments
1	Communications-Media	Media Communications: Clarify policy with regard to Communication and Confidentiality/Representation of the Department (5.001) Employees are prohibited from expressing opinions that could be construed as representing the Department or Chief and only employees at the rank of Lieutenant or above can comment to the media on behalf of the Department. Yet, all employees are allowed to express their opinions about Department policy so as long as the opinions are clearly identified as belonging to the speaker.	OA Complaint	CAR #90	3rd Q 2011	Ongoing		A/C Reed and Audit, Accreditation and Policy		OPA Director made recommendation in 11-0040 that policy on employee communications with the media be clarified and that SPD consider adopting a policy that more directly addresses the expectation that officers not act in ways that undermine public trust. IACP offers sample policies on point.
2	Communications-Social Media	Social Media Policy: Prepare Department notice to remind employees to be prudent regarding the nature of information posted on social networking sites.	OPA	OPA9/10 (IS 09-0366) (IS 09-0469) *See also CAR #52	3/1/2010	Closed*			10-May-10	Publication of Department Notice – Use of Social Networking Sites, D 10-024 *Note that CAR #52 was made after the OPA recommendation was closed so SPD reissued above Directive on June 15, 2011 with additional language as D 11-035.
3	Communications-Social Media	Social networking policy - consider language from other city with regard to employees posting on sites "employees will not post items or information that may adversely affect the morale, confidence and public respect of the Department".	OA Report #2	CAR #52 *See also MLT # 8	6/21/2011	Ongoing		A/C Reed and Audit, Accreditation and Policy	6/5/2011	Directive on June 15, 2011 with additional language as D 11-035. *See also OPA #8 above for related Directive and note in CAR #90 above concerning recommendation by OPA Director on policy changes.

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4	Communications-Media	Media Communications: Clarify policy with regard to Media Relations/Personnel Authorized to Speak to the Media (1-070). Though there is a prohibition against anyone other than the Chief or his designee speaking to the media about Departmental goals and policies, SPD Policy 5.001 recognizes that employees have free speech rights and can express opinions as long as they are identified as the speaker's. the policy should provide explicit language that notifying the Media Relations Unit does not in and of itself authorize an employee to speak with the media, and that chain of command authority is required.	OA Complaint	CAR #89	3rd Q 2011					See note in #109 above concerning recommendation by OPA Director in OPA-IS 11-0040. A recommendation was made by Captain Dermody, incorporated in the Director's certification memo, that SPD Policy 1.070 be clarified.
5	Criminal Procedure	Enforcement of the Mobile Vending Ordinance: The Audit, Accreditation and Policy Unit should review policy on how the Mobile Vending Ordinance, SMC 15.17 is being applied. Ordinance was intended to regulate food and merchandise vendors and not ticket sales around or near the stadiums	OPA	OPR 9/10 (PIR 09-0130)		Closed		Capt. F. Hill 5/12/09 Sgt. Bartley 6/14/09		City Law Department was successful, per Torts Section Manager Brian Maxey, with (summary judgment) at the trial stage of <i>William Anderson v. Seattle</i> but the case is now under appeal. City Law (Patrick Downs) will be revising the City's Vending Ordinance when the appeal process is completed and revision is appropriate. No need for further monitoring by OPA.

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6	Criminal Procedure	Search Policies : 1) Address need for officers to document and screen residence searches involving warrantless, exigent circumstances searches. 2) Development of enhanced training on search policy and procedures to offer more broadly throughout the Department. 3) Review Consent to Search Form which is directed at searches of residences and vehicles and not on the street level, where a consensual search of personal property might take place.	OPA	OPA9/10 (IS 10-0208 IS 09-0432 IS 09-0426 IS 09-0425 IS 09-0260) *See also CAR #33, 34	10/20/10 to 12/18/10	Ongoing		Training and A/C Sanford		OPA Captain, on 11/19/10, submitted proposed policy revision for review by command staff and consideration through JLMC. Training Section is highlighting search & seizure updates, including issues about warrantless searches, in 2011 Street Skills and Sergeants Training programs. OPA also suggests continual updates as appropriate during roll call and in web based training.
7	Criminal Procedure	Warrantless Search of Residences: Clarify policy for officers to document and screen residence searches involving warrantless, exigent circumstances. Policy should be clearer that a supervisor must be notified where officers determine that they mistakenly enter an individual's home and detain the occupants, even if only briefly and no other action occurred.	OA Report #1 and Complaint	CAR #33	12/7/2010	Ongoing		A/C Reed and Audit, Accreditation and Policy		See note in OPA #9 above. Also, a recommendation was made in OPA-IS #10-0208 by Lt. Kuehn and incorporated into the OPA Director's certification memo that policy should be clarified that a supervisor should be notified when it is determined that officers have mistakenly entered a residence and detained the occupants.
8	Criminal Procedure	Consent to Search: Review Consent to Search Form which is directed at searches of residences and vehicles and not on the street level, where a consensual search of personal property might take place.	Complaint	CAR #34	4th Q 2010	Ongoing		Director Olson		Consult with OPA Auditor for clarification on recommendation.
9	Criminal Procedure	Clarify protocol re handcuffing.	OA Complaint	CAR #58	1st Q 2011	Closed			D 11-103	A directive on the issue of handcuffing was issued prior to the OPA Auditor's recommendation. See D 11-013. This issue was also raised in the OPA Director's certification memo in OPA-IS #10-0175.
10	Criminal Procedure	Clarify policy as to whether odor of marijuana in car justifies search.	OA Complaint	CAR #80	2nd Q 2011	Ongoing		Legal Advisor Bispham		In <i>State of WA v. Tibbles</i> (8/5/10), the WA State Supreme Court determined that the smell of marijuana coming from a vehicle does not justify a warrantless search under the 4th Amend. Clarify whether a directive on this issue was issued by SPD.

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11	Criminal Procedure	Supervisory Screening of Arrest and Search Warrants: Policy requires all search warrants be screened and approved by a permanent Lt. The policy is unclear as to arrest warrants involving non-consensual entry into private property. Recommendation is they be screened by a Sgt.	OA Complaint	CAR #82	2nd Q 2011			Director Olson		See OPA # 9 and CAR #33 and 34 above. This appears to be a duplicate. Consult with OPA Auditor.
12	Documentation-ICV	Finish implementation of best practices for use of ICV: address training, policy and technical problems that are now well documented, make it clear to officers and sergeants what is expected.	OA Report #2	CAR #40 *See also MLT#7 and CAR's # 21,27,64,66	6/21/2011	Ongoing		Director Olson and Training		Appears to be duplicate of OPA and CC #7, CAR #21, 27, 64, and 66. Issue regarding on-person cameras addressed below in #____. Consult with OPA Auditor. Note that use of ICV is being stressed in Sergeants Training and Use of Force review training under development.
13	Employee Development	Develop opportunities for mentoring and transition of knowledge as those with expertise across the department retire.	OA Report #1	CAR #19	12/7/2010	Ongoing		A/C Reed and Training		Succession planning models used in Los Angeles Police Department and LA Sheriff's Office are being analyzed by SPD Training Unit.
14	Employee Development	Develop ways to better utilize exemplars across the department.	OA Report #2	CAR #53	6/21/2011	Ongoing		A/C Reed and Training		Use of exemplars is central to the Justice Based Policing training model recently funded by COPS and to the DARPA research project.
15	Employee Development	Create database of exemplary GORs, search warrants, etc. for easy use by officers.	OA Report #2	CAR #73	6/21/2011			Training and A/C Pugel		The use of exemplary reports can lead to boilerplate report writing, which should be avoided. SPD instead is focusing on improving writing skills in Street Skills training and the Investigations Project Team is developing templates and checklists to assist patrol.
16	Employee Development	Provide notebooks in the field for officers: ('green notebooks' as used to exist prior to electronic version) in addition to electronic version to make it easier to look up most frequently used SMC, RCWs, etc.	OA Report #2	CAR #74	6/21/2011	Closed				The use of field notebooks was discontinued because of the exorbitant costs involved. SPD continues to look for ways to enhance web based information available to the field.
17	Employee Development	Coaching and Mentoring of New officers: Look for other ways for newer officers to be less isolated and have additional coaching and mentoring during first year.	OA Report #2	CAR #76	6/21/2011	Ongoing		A/C Reed		SPD uses a strong FTO program for new officers and during the first year, works to rotate them through a variety of shifts and assignments. Consult with the OPA Auditor as to specific ideas she has regarding this issue.

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18	Enforcement Policy	Pedestrian Infractions: The Department is considering its enforcement approach to pedestrian infractions. Recommend that SPD convene a work group (comprised of SPD and community representatives) and/or a community forum to explore these issues more broadly	OPA	IS 10-0257	12/6/2010	Ongoing		Director Olson		Pending review by OPA Director as feedback is received from DOJ on pedestrian issues. Director Olson is particularly concerned with this issue as it relates to use of force.
19	Equipment Use	Equipment Use: Work with City Fleets with regard to need for vehicles to be left running in order not to have to re-boot equipment and seeming inconsistency with City's sustainability objectives.	OA Report #1 and Complaint	CAR #36	12/7/2010	Closed				The next generation of vehicles being considered by SPD are taking into account sustainability concerns, including this charging issues. All major manufacturing companies are addressing the issue. Meanwhile, a switch to LED lights is underway to help address concerns in the interim.
20	Ethics	Accepting discounts or gifts: The Ethics Commission, acting on a recommendation from Wayne Barnett of City Ethics and based on a conversation with Captain Low re-defined and established a Gift Rule that allows the acceptance of gifts and discounts under certain circumstances.	OPA	OPR 9/10 (IS Multiple Cases)	12/22/2008	Closed		Capt. Gleason and Audit, Accreditation and Policy	2/8/2010	Audit, Accreditation and Policy worked with City Ethics & Elections Office on matter. Captain Gleason drafted proposed language and gave to Audit, Policy, & Accreditation, and that section passed it to City Ethics and Elections commission for review. Audit, Policy, & Accreditation Section incorporated proposed revision.
21	Ethics	Accepting gift cards: Discussion as to whether city employees can accept routine gifts of appreciation from public. Rather than returning all gifts, which may have been sent as a gesture of appreciation, under certain circumstances gifts will be accepted and converted to Department use.	OPA	OPR 9/10 (IS Multiple Cases)	6/23/2009	Closed		Audit, Accreditation and Policy	2/8/2010	Audit, Accreditation and Policy worked with City Ethics & Elections Office on this matter and OPA #4 above. Audit Section incorporated proposed revision.
22	Firearms Review Board (FRB)	FRB: Have training personnel serve as 'consultant' to Firearms Review Board when looking at issues of whether officer actions were consistent with training.	OA Report #2	CAR #71	6/21/2011	Closed				SPD Policy 11.030 provides that the Commander of the Training Section or a representative is a voting member of any FRB that is convened.

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23	Hiring/Training	Implement SOP for information-sharing loop: among training, hiring, recruiting, OPA, Law, precinct and command to maximize use of what each is seeing for training and hiring adjustments	OA Report #2	CAR #68	6/21/2011	Ongoing		A/C Reed		Information sharing and risk analysis occurs on several levels at SPD. Individuals involved with recruitment, back grounding and hiring meet regularly (when there is hiring) to debrief about trends observed hires. Participants from the Hiring Board are involved in this process. Another level of information occurs through the Early Intervention System. A third example involves regular meetings with SPD and the Law Department's Torts and Employment Law Sections to discuss issues being litigated that could lead to SPD policy and training changes.
24	In-Car Video (ICV)	In-Car Video Policy: Multiple issues: 1) Use of ICV by FTOs and others in training capacity; 2) Turning off audio for personal conversation; 3) Charging microphone in car and accidentally leaving in charge; 4) Misinterpretation of policy; 5) Lack of training for some officers	OPA	OPA 9/10 (IS Multiple Cases) *See also ICV related rec's under CAR # 21,27,40,64,66	7/1/2009	Ongoing		Director Olson and A/C Reed		As interim measure, Directives regarding ICV were issued. (D09-013 on 4/14/09 & D09-020 on 5/14/09). The OPA Director is working with the Audit, Accreditation and Policy Section, Training, and the Video Unit to review ICV usage issues. As a start, Audit conducted a sampling of ICV usage during traffic stops in the 1st Quarter 2011. With input from the OPA Auditor and in coordination with the City Auditor's Office which is also reviewing ICV issues, the OPA Director is identifying technological, training, policy and other issues impacting usage and will issue a summary report in 4th Quarter 2011. Audit will follow up with another usage audit in 1st Quarter 2012.
25	In-Car Video (ICV)	Increase use of ICV: Supervisors, command and training staff should use ICV as a teaching tool for individual officer coaching; roll-call scenario reviews; changes to departmental training.	OA Report #1	CAR #21 *See also ICV related rec's under CAR # 21,27,64,66	12/7/2010	Ongoing		Director Olson and A/C Reed		See CC #7 above. Issues involving review of ICV are being challenged by SPOG.

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26	In-Car Video (ICV)	Implement ICV best practices: 1) Maximize use of ICV so that it provides useful evidence as frequently as possible. 2) Make sure Sgts are clear they are to ensure ICV is used as it should be and do quality review (as w GORs). 3) Address technical and training issues. 4) Clarify policy. 5) Use as training and teaching tool. Move forward with on-person cameras pilot focused on motorcycles.	OA Reports #1, #2 and Complaint	CAR #27 *See also MLT#7 and CAR's # 21,40,64,66	* ICV was raised in 1st Rep on 12/7/10, but some of these issues were raised in 2nd report on 6/21/2011			Director Olson		Appears to be duplicate of OPA and CC #7, CAR #21, 27, 64, and 66. Issue regarding on-person cameras addressed below in # _____. Consult with OPA Auditor.
27	In-Car Video (ICV)	ICV: Issue directive that officers should not be using any DOC van that is not ICV-equipped while partnering with DOC.	OA Complaint	CAR #64	1st Q 2011	Ongoing		Director Olson		In reviewing the OPA complaint underlying this recommendation, D/C Metz observed that SPD officers should not be using DOC vans not equipped with ICV. Clarify if a directive on point was issued and, if not, Director Olson will include the issue in her ICV review report.
28	In-Car Video (ICV)	ICV: Make sure officers note in GORs that there is an ICV that provides visual and/or sound as required and if not, why not, i.e., to explain if there is a good rationale up front so OPA doesn't have to include an allegation and then investigate.	OA Report #2	CAR #66	6/21/2011	Ongoing		Director Olson and Training		Use of ICV is being stressed in Sergeants Training and Use of Force review training under development.
29	Investigations - DV	DV Reporting and Training: 1) Develop a directive that, if in doubt about the need to report a potential DV situation, officers should always err on the side of documenting the incident. 2) While making sure updated department-wide training on DV investigations is being provided through Street Skills (see above), the Training Unit should consider the feasibility of coordinating with the DV Unit to develop a video on primary investigative techniques that can be used for more immediate training.	OA Complaint	CAR #79 *See also MLT# 16 and CAR's # 29,30,31,32	2nd Q 2011	Ongoing		A/C Reed and Audit, Accreditation and Policy, and A/C Pugel		The Audit, Accreditation and Policy is reviewing several aspects of the DV policy and assessing the need for a directive. Supervisory responsibilities during DV investigations are being stressed during Sergeants Training and primary investigation protocols will be reviewed in Street Skills. A/C Reed and A/C Pugel will discuss the need and feasibility for other training in coordination with the DV Unit.

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30	Investigations-DV	DV Investigations: Recommend that Audit, Accreditation and Policy Unit consider whether SPD policy on DV is sufficiently clear on the circumstances requiring a written report following police contact with a potential DV victim.	OPA	OPA 9/10 (10-0232; 10-0491) *See also CAR# 29,30,31,32,79	12/8/2010	Ongoing		Audit, Accreditation and Policy/Training Units		Audit, Accreditation and Policy Unit is reviewing the need for clarifications. The policy appears clear but a directive on interpretation may be necessary. A training focus on DV Investigations was incorporated into 2011 Street Skills and Sergeants Training.
31	Investigations-DV	DV Reporting Clarifications: Clarify policy with regard to the requirement that officers complete a general offense report (GOR) on all DV <i>calls</i> because the policy says "officers shall complete a GOR for all DV ' <i>crimes or allegations</i> ' ".	OA Report #1 and Complaint	CAR #29	12/7/2010	Ongoing		Director Olson		This recommendation appears to be a duplicate of OPA #16 above. Consult with OPA Auditor.
32	Investigations-DV	Re-issue DV investigation protocol.	OA Report #1 and Complaint	CAR #30 *See also MLT# 16 and CAR's # 29,31,32,79	12/7/2010	Ongoing		Director Olson		This recommendation appears to be a duplicate of OPA #16 above. Consult with OPA Auditor.
33	Investigations-DV	Emphasize DV training in Street Skills or other training.	OA Report #1 and Complaint	CAR #31 *See also MLT# 16 and CAR's # 29,30,32,79	12/7/2010	Ongoing		Training		See notes under OPA #16 and CAR #79 above.
34	Investigations-DV	Issue directive on cultural issues that can arise in DV investigations.	OA Report #1 and Complaint	CAR #32 *See also MLT# 16 and CAR's # 29,30,31,79	12/7/2010	Ongoing		Audit, Accreditation and Policy		See notes under #16 and CAR #79 above. The Audit Unit should review the need for a directive on the cultural issue raised by this recommendation.
35	Investigations-Evidence	Disposing of Drug Paraphernalia: Provide more specific guidance for officers as to the preferred way to dispose of drug paraphernalia.	OA Report #1 and Complaint	CAR #37 (10-0092)	12/7/2010	Closed				This appears to be a duplicate of OPA #10.

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36	Off-Duty	Determine policy re wearing of SPD attire in personal ID photos such as driver's license or passport.	OA Complaint	CAR #60	1st Q 2011	Ongoing		Audit, Accreditation and Policy		Audit, Accreditation and Policy is reviewing the need for clarifications.
37	Off-Duty	Determine policy re use of Precinct address for driver's license.	OA Complaint	CAR #61	1st Q 2011	Ongoing		Audit, Accreditation and Policy		Audit, Accreditation and Policy is reviewing the need for clarifications.
38	Off-Duty	Determine policy re presentation of SPD ID when stopped off-duty.	OA Complaint	CAR #62	1st Q 2011	Ongoing		Audit, Accreditation and Policy		Audit, Accreditation and Policy is reviewing the need for clarifications.
39	Off-Duty	Off-Duty conduct: SPD should consider adopting a 'conduct unbecoming' policy that more directly addresses the expectation that officers not act in ways that undermine public trust to cover off-duty issues and incidents where policy is not exactly on point but conduct does not exemplify best practices.	OA Complaint	CAR #88 *See also CAR #26	3rd Q 2011					This appears to duplicate CAR #26.
40	OPA-Process	OPA Process: Assess obstacles to more frequent use of mediation.	OA Report #1	CAR #2	12/7/2010	Ongoing		Director Olson		The OPA Director requested assistance from OPARB to assess ways to encourage citizens to use the OPA mediation program.
41	OPA-Process	OPA Process: Include in OPA published monthly reports of complaint outcomes the policy or procedure changes also resulting in addition to discipline, findings, etc. so public can see systemic changes made.	OA Report #1	CAR #3	12/7/2010	Closed				The OPA Director includes in her monthly report policy and training recommendations made in the course of reviewing OPA complaints.
42	OPA-Process	OPA Process: Re- configure Classifications & Finding system so it is less cumbersome, easier to understand and doesn't increase time needed to resolve complaints in a way that is responsive to complainants and respectful of officers -streamline process, reduce number of classifications, re-name and re-define.	OA Report #1	CAR #4	12/7/2010	Ongoing		Director Olson		The OPA Director, OPA Auditor and OPARB developed a joint proposal to address OPA complaint classification and findings issues. The joint report is pending final approval by OPARB. Once finalized, the OPA Director will consult with Audit, Accreditation and Policy about incorporating the changes into policy, and will confer with the Legal Advisor about contractual impacts, if any.

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43	OPA-Process	Enhance use of AIM system for management, analysis and reporting tools: Conduct more OPA work electronically so as to allow quicker processing, more contemporaneous review, less need for copying, sending back & forth, etc. Need to use AIM as 'robustly' as possible.	OA Report #1	CAR #7	12/7/2010	Ongoing		Director Olson and A/C Reed		The OPA Director, OPA Auditor and OPARB have been working to identify a variety of issues related to the AIM computerized tracking system to help improve its utility. Some changes have been made and others are being contemplated. Because there are impacts on other users of AIM (EIS and Use of Force), a working group has been formed to make recommendations about the system across the Department.
44	OPA-Process	Criminal Referrals of alleged misconduct: 1) Establish protocol of referring cases simultaneously, rather than sequentially, to County Prosecutor and City Attorney for possible criminal charges. 2) Also, City Attorney should have deadline for misdemeanor filing decision.	OA Report #1	CAR #8	12/7/2010	Closed				Chief Diaz consulted with the City Attorney and the King County Prosecutor who agreed to the simultaneous review protocol. Any question of the City Attorney having a deadline for misdemeanor filing decisions is outside the purview of SPD.
45	OPA-Process	Enhance OPA Staff Skills: Update and enhance training manual, training, and provide orientation for OPA investigators and intake personnel before they start. All should have same knowledge of best investigative practices, methods to obtain evidence unique to IS investigations, protocols for case processing and communications, etc.	OA Report #1	CAR #9	12/7/2010	Ongoing		Director Olson		Training of OPA-IS staff is an on-going priority for the OPA Director. In addition to training she provides herself, staff has participated in NACOLE training, regional internal affairs training, and other substantive and procedural programs. Interview skills training has been provided previously and is scheduled again for late October 2011. While the OPA unit manual is under revision, investigators will be using Lou Reiter's guide on internal investigations. Two of the newest investigators will be attending a week long training on internal affairs investigations in November 2011.
46	OPA-Process	Faster resolution and communication to public about institutional response to misconduct: 1) Ensure there is quicker acknowledgment and accountability when possible misconduct does occur; and 2) better communication with the public about institutional changes that have been or are being made.	OA Report #1	CAR #12	12/7/2010	Ongoing		Director Olson		Consult with OPA Auditor for clarification on recommendation.
47	OPA-Process	Create and update OPA policy recommendations with searchable master chart on website.	OA Report #1	CAR #13	12/7/2010	Ongoing		Director Olson		The OPA Director agrees that this would be useful and promote transparency. However, there is a significant resource issue in developing and maintaining the program.

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48	OPA-Process	Enhance OPA website: for better transparency and understanding, making it easier for the public to find information.	OA Report #1	CAR #14	12/7/2010	Closed				The OPA website was revised (with input from the OPA Auditor) at the time the SPD website was updated, during the summer of 2011.
49	OPA-Process	Make it easier to file complaints: 1) Provide widgets for computers in a range of community locations along with the written materials to make it easier for citizens to file complaints electronically, 2) with support from advocates as needed.	OA Report #1	CAR #15	12/7/2010	Ongoing		Director Olson		PARP recommended that the Seattle Office of Civil Rights be trained to assist complainants with the OPA process. That training occurred in 2008. Consult with OPA Auditor as to "widgets" she has in mind for computers and then assess feasibility of project.
50	OPA-Process	Create an on-line complaint tracking mechanism for complainants and employees (analogous to tracking vote on-line).	OA Report #1	CAR #16	12/7/2010	Ongoing		Director Olson		The OPA Director agrees that this would be useful and promote transparency. However, there is a significant resource issue in developing and maintaining the program. As the Department-wide AIM work group reviews enhancements to the system, this idea will be considered.
51	OPA-Process	Review all OPA letters, email and written forms for understandability/clarity/accuracy.	OA Report #1	CAR #17	12/7/2010	Ongoing		Director Olson		The OPA Director and OPA Auditor have discussed doing this review together and need to establish a project timeline.
52	OPA-Process	Ensure investigation file consistency: Use of checklist with rationale provided where evidence not included.	OA Report #1	CAR #22	12/7/2010	Ongoing		Director Olson		Checklists are used by OPA-IS both at intake and during the investigation process. The OPA Director has instructed staff to note in the file log when specific information is missing with an explanation as to why. Director Olson is incorporating a checklist approach to some specific allegations, including use of force.
53	OPA-Process	Integrate use of EIS info into review of complaints.	OA Report #1	CAR #23	12/7/2010	Ongoing		A/C Reed		This is a bargainable issue.
54	OPA-Process	Create tracking mechanism to make sure cases are timely transferred from other jurisdictions or other SPD divisions after criminal investigation completed.	OA Report #1	CAR #24	12/7/2010	Closed				OPA has a system for tracking cases involving criminal allegations being investigated by another SPD unit or outside jurisdiction.
55	OPA-Process	Ensure Line Investigations are timely, thorough and objective. Update and re-issue protocol for precincts.	OA Report #1	CAR #25	12/7/2010	Ongoing		Director Olson with Captain Gleason		The OPA-IS Lieutenant and Captain are revising the instructions involved. Training for Lieutenants on handling line investigations will be scheduled for 1st quarter 2012.
56	OPA-Process	Update policy 11.05 re OPA process.	OA Complaint	CAR #28 (LI 10-0386)	4th Q 2010	Ongoing		Director Olson and Audit, Accreditation and Policy		Once the joint OPA Director, OPA Auditor, and OPARB joint proposal on refining the classification and findings system is finalized, and assuming bargaining is not required, revision of 11.05 can take place.

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Categorized List of Policy/Training Recommendations from OPA and the OPA Auditor

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57	OPA-Process	Look at streamlining SR and mediation process: for quicker responsiveness and more flexibility at precinct for problem-solving.	OA Report #2	CAR #45	6/21/2011	Ongoing		Director Olson		Consult with OPA Auditor for clarification on recommendation, beyond changes recommended in joint classification and findings proposal.
58	OPA-Process	Enhance OPA Interview Skills: Improve investigator interview skills, e.g., eliminate use of leading questions, communications with officers that may appear to reflect bias; more uniform use of short, open-ended questions, less interruption; drill down where question not answered, discrepancy in information or inconsistency among interviewees; don't offer rationale; ask their understanding of the policy; ask foundational questions about training; what they reviewed prior to interview, with whom they have spoken.	OA Report #2	CAR #46	6/21/2011	Ongoing		Director Olson		See notes regarding OPA-IS training in CAR #9 above.
59	OPA-Process	Modify OPA Intake Process: Improve intake, e.g., ; don't offer interviews by email, always offer to interview complainants in-person; ask about witnesses and contact information; ask if they have spoken to others.	OA Report #2	CAR #47	6/21/2011	Closed				Steps to improve intake have been reviewed with OPA-IS intake staff and will continue to be raised over time.
60	OPA-Process	Complaint Investigation: Look at the totality of the incident, not just the '4 corners' of the complaint in determination allegations, developing interview questions and investigative plan so that complaint is not limited by complainant's knowledge of policies and focus is on overall performance.	OA Report #2	CAR #48	6/21/2011	Ongoing		Director Olson		In reviewing cases at intake, the OPA Director and Auditor strive to be sure that all related allegations are included. OPA-IS staff is trained in the contractual requirements to follow if new allegations are identified during the investigation. Consult with the OPA Auditor about other specifics related to this recommendation.
61	OPA-Process	Complaint Investigation Summaries: Ensure PDMs are unbiased, address all allegations, cite to policy at issue and fairly summarize evidence.	OA Report #2	CAR #49	6/21/2011	Ongoing		Director Olson		The OPA Director is working with OPA-IS staff to ensure that all of these goals are met.

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62	OPA-Process	Change coding and improve data entry: for better tracking length of time for each step of investigations and for such factors as internal vs. external, age, race, ease of complaint filing.	OA Report #2	CAR #50	6/21/2011	Ongoing		Director Olson		See notes for CAR #7 above.
63	OPA-Process	Command staff or others who will be reviewing discipline cases need to be familiar with current training.	OA Report #2	CAR #54	6/21/2011	Closed				Command staff regularly consults with the Training Unit when advisable as they are reviewing OPA complaint investigations, both to help inform them on why an officer might respond in a particular way and to identify potential training issues for the named employee and others.
64	OPA-Process	Update and re-issue Line Investigations protocol for precincts to address quality and timeliness issues.	OA Complaint	CAR #57	1st Q 2011					This appears to be a duplicate of CAR #6.
65	OPA-Process	Look at use of post-investigation employee reviews: at precinct level for supervisor and command staff to review if red flags, what intervention done to date, any needed changes to recruiting, hiring, FTO as a result.	OA Report #2	CAR #67	6/21/2011	Ongoing		Director Olson		Consult with OPA Auditor as to specifics related to this recommendation.
66	OPA-Process	Assess timeliness of notice to officers: after investigations are certified, administratively closed or Loudermill complete.	OA Report #2	CAR #69	6/21/2011	Closed				An administrative change was made to allow the OPA Director to more closely monitor notice to employees and complainants when a case is closed.
67	OPA-Process	Include underlying charges in allegation coding for tracking of concerns that tend to be charge-based, e.g., obstruction	OA Report #2	CAR #70	6/21/2011	Ongoing		Director Olson		It is not clear that including the underlying charge is an option in the current AIM system, but this is an issue that will be referred to the Department wide AIM work group.
68	OPA-Process	Consider use of discipline matrix: (taking into account history and nature of incident) if adopting new bi-furcated complaint system.	OA Report #2	CAR #72	6/21/2011	Ongoing		Director Olson		This would be a bargainable issue, but the pros and cons of using a discipline matrix should be explored if the discipline system becomes more decentralized.
69	OPA-Process	Screen more complaints at Intake and Investigation: Use more tools at initiation of intake and investigation to close out cases where it can be quickly determined post-intake that investigation isn't warranted, to help focus resources on most significant allegations (e.g., show complainant the ICV at the start where helpful).	OA Complaint	CAR #85	3rd Q 2011	Closed				The OPA Director is working with the OPA Auditor to identify cases that can be resolved at the outset or early in an investigation. The OPA Director has been offering complainants the chance to review ICV as a means to resolve cases early for a number of years.

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70	OPA-Process	Establish tighter deadlines to move cases to Auditor review of investigations: after completed by sgts so as to more quickly identify issues or determine thorough and more swiftly wrap up for complainants and officers.	OA Complaint	CAR #86	3rd Q 2011	Ongoing		Director Olson		The OPA Director has established a new step providing for review by her and the OPA Auditor once investigation is completed, but before a proposed disposition is made. It is too early in the process to determine if this will be a useful protocol.
71	Patrol Procedure	Requests for translators: The Audit, Accreditation and Policy Unit should consider whether a policy change or training is necessary to help officer understand expectations for interpreter requests when on a call or making an arrest.	OPA	OPR 9/10 (IS 07-0451)	3/6/2008	Closed			4/6/2008	Reviewed-Current translator policy deemed adequate.
72	Patrol Procedure	Drug Paraphernalia: Clarification of drug paraphernalia policy regarding processing of paraphernalia, 15.150.VI.	OPA	OPA 9/10 (IS 10-0040) *See also CAR # 37	10/20/2010	Closed				OPA, on 11/19/10, submitted proposed policy revision to COP and Command Staff for review and direction. SPD Manual section 15.150.VI.A and B revised by Audit, Accreditation, and Policy Section.
73	Patrol Procedure	Injured Persons: Whether Department needs policy regarding compelling competent, injured person to receive medical care.	OPA	OPA 9/10		Closed				Reconsideration leads to conclusion that Department lacks authority to compel.
74	Patrol Procedure	Clarify protocol re officer in charge of scene and obligation to announce or inquire.	OA Complaint	CAR #59	1st Q 2011	Ongoing		A/C Sanford		A similar recommendation from the OPA Director was made in the certification memo for OPA-IS #10-0175, asking that Operations review incident supervisory expectations and responsibilities.
75	Patrol Procedure	Impounding Vehicles: Develop a training directive on the issuance of 72-hour impound notices.	OA Complaint	CAR #63	1st Q 2011	Ongoing		Captain Clark and Audit, Accreditation and Policy		This recommendation is the same as made by the OPA Director in OPA-IS #10-0152. Captain Clark was to work with the named employee and Audit, Accreditation, and Policy to develop a directive on point.
76	Patrol Procedure	Clarify policy in regard to voiding citations where evidence of insurance is produced at some point during a traffic stop.	OA Complaint	CAR #78	2nd Q 2011	Ongoing		A/C Sanford and Audit, Accreditation and Policy		Audit, Accreditation and Policy should review this issue with A/C Sanford to determine if a directive is necessary.

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77	Policy- Identification	Consistency of Department Policy regarding employees identifying themselves to people with whom they are interacting on official business -OPA Auditor observes that there are multiple provisions in the SPD Manual addressing when, how, and to what degree Department employees are to identify themselves to people with whom they are interacting on official business: 5.001.IV.F-Recognition and Identification of Civilian Attired Officer 5.001.VII.A.3-Traffic Stops 6.235.1.C-Traffic Enforcement/Violator Contact 6.220.I-Social Contacts, Terry Stops & Arrests/Contact Protocol	OPA Auditor	SR 10-0577	1/10/2011	Ongoing		Audit, Accreditation, and Policy		OPA provided suggested revision to the SPD Manual, incorporating into the SPD Manual sections identified a common provision for self identification, which the Audit, Accreditation and Policy Section expects to publish by 4th quarter 2011.
78	Policy- Identification	Identification During Stops: Clarify, align and re-affirm policy requirements for officer to I.D. self for <i>all</i> stops where there's not a safety or investigative issue [as well as traffic stops].	OA Complaint	CAR #81	2nd Q 2011	Ongoing		Audit, Accreditation and Policy		In considering the issues noted in OPA #19 above, Audit, Accreditation and Policy should consider whether policy is clear on the expectation that officers always identify themselves, unless a safety or other paramount issue is involved.
79	Policy-Illness & Injury	Illness & Injury Policy :Restrictions while on sick leave. Recommend Audit Unit review the Department's Illness and Injury Policy to clarify whether all volunteer activities are prohibited and the hour's employees are expected to remain at their place of recovery when out on sick leave.	OPA	OPA 9/10 (10-0102) *See also CAR #35	11/12/2010	Ongoing		Audit, Accreditation and Policy		Consulting with Audit, Accreditation and Policy Unit on need for clarifications and whether these are issues better resolved by Human Resources.

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80	Policy-Illness and Injury	Illness and Injury Policy regarding volunteer activities: Review the Department's Illness and Injury Policy to clarify whether all volunteer activities are prohibited and the hours employees are expected to remain at their place of recovery when out on sick leave.	Complaint	CAR #35	4th Q 2010					Appears to be duplicate of OPA #15.
81	Professionalism	Review SPD Explorer Program	OPA	OPA 9/10 (IS 09-0247)	12/28/2009	Closed		D/C Metz		Deputy Chief Nick Metz continues to oversee the Explorer Program and a number of organizational changes were made to address concerns raised by complaint.
82	Professionalism	Professionalism/Language: Re-issue profanity policy to remind personnel to use appropriate language, 5.001	OPA	OPA 9/10 (10-0022) *See also CAR #1	10/1/2010	Ongoing		D/C Metz		Revised policy language on profanity proposed and discussed in JLMC. Issue will continue to be addressed during current contract negotiations process between City and SPOG.
83	Professionalism-General	Restore CUBO Policy: Add back a policy re general conduct unbecoming to address off-duty issues as well as performance that falls into grey area vis-à-vis a specific policy but clearly reflects less than best practices.	OA Report #1	CAR #26 *See also CAR #88	12/7/2010	Ongoing		D/C Metz		Appears to be duplicate of CAR #88. Bargainable issue. Relates to recommendation by OPA Director in OPA-IS #11-0040.
84	Professionalism-Language	Professionalism-Language: Address use of profanity.	OA Complaint	CAR #1 *See also MLT #12	3rd Q 201 Complaint					Appears to be duplicate of OPA #12 above.
85	Public Disclosure	Clarify public disclosure obligations and provide additional training: for relevant staff and implement departmental practices that are consistent, timely and understood for public, media and litigation requests.	OA Report #2	CAR #41	6/21/2011	Closed				SPD staff handling public disclosure have been working closely with the City Law Department to ensure that responses are as consistent and timely as possible in an environment where the applicable law is changing rapidly.

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86	Recruiting/Hiring/Promotion	Review recruiting, hiring, testing and promotional criteria: Ensure each is aligned with most important skills sets needed based on issues and trends seen by OPA, FTOs, training personnel, supervisors and command. Council cites strong support of procedural justice training.	OA Report #1	CAR #20	12/7/2010					This appears to be a duplicate of CC # 4 and CAR #5 and 68.
87	Reporting Misconduct	Duty to Self Report: Involvement as Object of Criminal Investigation/Charge Re-issue policy 5.001.VII.11 – Professionalism/Accountability	OPA	LI 10-0328	1/14/2011	Ongoing		Audit, Accreditation, and Policy		The cases in which this was an issue primarily involved civilians not understanding that the policy requiring employees to self report applies to civilian as well as sworn employees. A directive on point will be issued.
88	Reporting Misconduct	Driver's License Status: Re-issue directive re duty of all employees to report to their supervisor changes to their driver's license status pertaining to expiration, revocation and/or suspension, along with noting the other bases for which reporting is required.	OA Report #2 and Complaint	CAR #56	6/21/2011	Ongoing		Audit, Accreditation and Policy		The recommendation relates to the issue noted directly above in OPA #18.
89	Reporting Misconduct	Clarify policy with regard to reporting misconduct: that requires reporting of only 'serious misconduct' so that all personnel understand what needs to be raised to OPA.	OA Complaint	CAR #83	2nd Q 2011	Ongoing		D/C Metz		The Department is considering how to define "serious misconduct" in several contexts, including this reporting issue and with regards to the kinds of matters particularly suitable for OPA processing.
90	Secondary Employment	Secondary Work Permits: 1) The Audit, Accreditation and Policy Unit should address the issue of whether the Department requires a Secondary Employment Permit for secondary employment in a non-law enforcement capacity. 2) Clarify authority to work secondary employment under LEOSA, a Retirement Commission, and Extended Authority Commission. 3) Resolve any inconsistencies in the policy language and consider centralized record keeping system.	OPA	OPR 9/10 (IS 08-0183 IS 08-0495 09-0452 09-0510 LI 10-0159) *See also CAR #18, 38, 39, 87	12/18/2008 to 9/2/10	Ongoing		Audit, Accreditation and Policy		OPA suggested a proposed policy revision to the COP and Command Staff and issues have been discussed in JLMC. The issues will continue to be addressed during the current contract negotiations process between the City and SPOG. Audit, Accreditation, and Policy Section should remain involved.

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91	Secondary Employment	Centralize and modernize secondary employment system.	OA Report #1	CAR #18 *See also MLT #2	12/7/2010					Appears to be duplicate of CAR #38.
92	Secondary Employment	Secondary Employment Tracking: Off-Duty/Secondary Work Permit system needs a centralized data base/records retention to more easily determine if permit timely applied for and granted.	OA Complaint	CAR #38 *See also MLT #2 and CAR's #18, 39, 87	4th Q 2010	Ongoing		A/C Reed		This recommendation is related to OPA #2. There are potential legal and bargaining issues if SPD takes over the actual handling of secondary employment. There are significant resource issues to centralize the permitting process.
93	Secondary Employment	Secondary Employment and Non-law enforcement work: Address the issue of whether the Department requires a Secondary Employment Permit for secondary employment in a non-law enforcement capacity and issues of permits for retired, etc.	OA Complaint	CAR #39 (08-0325, 08-0495) *See also MLT #2 and CAR's #18, 38, 87	4th Q 2010					This recommendation duplicates or is related to OPA #2 and CAR #38.
94	Secondary Employment	Secondary Employment Policy: Clarify policy with regard to secondary employment obligations for civilian employees.	OA Complaint	CAR #87 *See also MLT #2 and CAR's #18, 38, 39,	3rd Q 2011					This recommendation duplicates or is related to OPA #2 and CAR #38.
95	Staffing	Address Hiring Swings: Work with executive and legislative branches to implement strategies for creating segregated hiring budget to allow for year-to-year consistency in hiring at 6-8 new officers and minimize bow-waves that can diminish ability to get best qualified personnel and result in disproportionate percentage of newer officers in patrol.	OA Report #2	CAR #65	6/21/2011	Ongoing		D/C Kimerer		The Department agrees this would be advantageous.

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96	Supervision	Return to Unity of Command approach to shift assignments: so that lieutenants and sergeants are working together with their officers regularly, with relief squads assigned as previously rather than using in-squad relief.	OA Report #2	CAR #42	6/21/2011	Ongoing		D/C Kimerer and D/C Metz		Chief Diaz announced last spring that the Department would move back to a unity of command approach, with a goal to complete the transition by January 2012
97	Supervision	Expectations, Training and Resources for Sergeants: Clarify what sergeants are expected to do, for what they will be held accountable and how success will be measured. Provide necessary tools and training for priorities such as UOF supervision; p.c. to stop; search & seizure; verbal communications skills; requirement to I.D.; best practices use of ICV; review of GORs; how to address problems in performance.	OA Report #2	CAR #43	6/21/2011	Ongoing		A/C Sanford, A/C Reed, Training		A new evaluation process was put into place in 2011 and a number of the issues noted in this recommendation were made a part of the 2011 Sergeants Training and relate to other recommendations. The Department will continue to focus on the role of supervisors in working with patrol officers.
98	Supervision	Take any sector responsibilities of sergeants and make them responsibilities for all on same watch.	OA Report #2	CAR #75	6/21/2011					Consult with Auditor on this recommendation.
99	Training	Training: Enhance BLEA, post-BLEA and in-service training for identified problem areas such as supervisory skills, interactions with adolescents, and situationally -appropriate communications (de-escalation, discretion, judgment, rationale for stop, empathy, listening).	OA Report #1	CAR #5	12/7/2010	Ongoing		D/C Reed		A bid is currently out to do a BLEA gap analysis. Consult with Auditor about other parts of this recommendation as they seem to duplicate issues raised elsewhere.
100	Training	Provide more training: 1) Develop more training that is done in 5 or 10 minute increments by scenarios at roll calls and 2) Offer more training online in a web-based format.	OA Report #1	CAR #10	12/7/2010	Ongoing		D/C Reed		For over a year, SPD has been working on e-training through a program called "Moodle," with a goal to go live in January 2012. The hope is to use e-training wherever possible, so that classroom time is spent on activities requiring in-person attendance. Live web sessions are also been tested.

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101	Training	Implement more swiftly and report out with clarity the training enhancements - for each training, when starting, who is taking, deadline for completion - e.g., LEED, sgts. training, BLEA changes, St. Skills, on-line training, roll call scenario training; adolescent-focused /brain development; DARPA.	OA Report #2	CAR #44	6/21/2011	Ongoing		D/C Reed		Training for 2011 was planned in 2010 and 2012 training is now been formalized. Information concerning specific subjects to be covered, what is mandatory verses voluntary, etc. will be delineated.
102	Unbiased Policing	Biased policing policy: consider broadening bias policing policy to encompass range of decisions (see San Jose policy).	OA Report #2	CAR #51	6/21/2011	Ongoing		D/C Metz		This is a bargainable issue under review.
103	Unbiased Policing	Audit obstruction arrests to see if issues of bias.	OA Report #2	CAR #77	6/21/2011	Ongoing		Director Olson		Consult with the Auditor about this recommendation. Former OPA Auditor Kate Pflaumer conducted an audit of obstruction arrests from January 2006 to July 2008. Her report is available at: :Hhttp://www.seattle.gov/police/OPA/Docs/Auditor/Auditor_Obstruction.pdf
104	Use of Force	Use of Force Reporting: Clarification of use of force reporting language when first complaint of misconduct occurs long after the event, 6.240.E,	OPA	OPA 9/10 (IS 10-0040)	7/31/2010	Ongoing		Audit, Accreditation and Policy		OPA provided suggested language revision to SPD Manual section 6.240.I.E, which the Audit, Accreditation and Policy Section will consider, along with a larger scale revision of the Use of Force policy it is conducting. A revision anticipated by 4th Quarter 2011.
105	Use of Force	Use of Force: De-escalation training to assist officers in preventing initially minor events from escalating into major events.	OPA	OPA 9/10 (8/16/10)	11/2/2010	Ongoing		A/C Reed, Training, A/C Sanford, Audit, Accreditation and Policy		OPA is working with Command Staff and Training on Justice Based Policing approach to help address escalation issues. Also working to identify other means to assess use of force concerns via policy review, other training, use of force report review team, and research on whether use of force is under reported.

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106	Use of Force	UOF policies & training: 1) Need to be consistent with community norms, which have evolved. 2) Need to address BLEA training philosophy about force, command & control emphasis. Problem of relying on policy violation approach - technically the action may be consistent with policy, but did the officer make decisions and conduct himself in a way that created the situation that then required the force. 3) Problem solving, judgment, waiting for back-up, empathy, listening skills, etc. What is the public safety problem being addressed and were there better alternatives?	OA Report #1	CAR #6	12/7/2010	Ongoing		A/C Reed, Training, A/C Sanford, Audit, Accreditation and Policy		This recommendation relates to OPA #11 and #13 above. Consult with OPA Auditor.
107	Use of Force	UOF reporting: Needs to be accurate, thorough and used as required- conduct an audit based on types of charge (e.g., obstruction) for accuracy and under-reporting. Need to do for cases not involving OPA since that is only small sample.	OA Report #1	CAR #11	12/7/2010	Ongoing		A/C Sanford		It would appear that the DOJ review of use of force cases will provide feedback of the sort contemplated by the recommendation for an audit. The use of force review team is also monitoring reports for accuracy and thoroughness.
8-Jan	Use of Force	UOF reviews by chain of command should include watching ICV of incident to ensure consistency in written reports.	OA Report #2	CAR #55	6/21/2011	Closed				Use of force reviewers in chain of command and otherwise are viewing any ICV that is available for a specific incident.
109	Use of Force	Use of Force Investigations Training: Include in Supervisors training how to conduct a UOF investigation to ensure officer's UOF was appropriate.	OA Complaint	CAR #84	2nd Q 2011	Ongoing		Training and Lt. Edwards		Use of force investigations and reporting are being addressed in the Sergeants Training for 2011 and in a course to be offered in October 2011 specifically on use of force review.

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